Chapter XII

Intelligent Organizations: Knowledge Computing Management

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ABSTRACT

This chapter is focused in conceptualizing and getting results on topics that contribute to the understanding of the Society of Knowledge, focused in the area of Computer Administration of Knowledge and with the purpose of obtaining sustainable Intelligent organizations. The development introduces us to how we could approach organizations to carry out methodologically a diagnostic and outline of solutions. The contents are related with the information and obtaining of knowledge through tools of the Intelligence of Business and Technologies of Administration. The purpose is to facilitate the tools and concepts needed to recognize the strategic value of information, counting on the tools in effective form to achieve prospective results. This is gotten by a technologically appropriated structure of knowledge with Human Resources that crosses the organization in an integral and integrated form.
INTRODUCTION

A new philosophy of management has the aim of capturing, spreading and reusing the dispersed knowledge that organizations have and that, together with its human resources, make up the most important assets of 21st-century organizations. These systems interpret historical data, analyze tendencies and measure guided performance oriented to serve to the decision-making processes. This paradigm is found in the frame of Knowledge management.

This chapter focuses on Knowledge Computing management, which is based in information technology (IT), telecommunications and learning organizations. To complete the structure of the adopted knowledge, we will orientate one of the branches towards Business Intelligence (BI) and the other toward management Technologies, supported by Information Systems, as shown in Figure 1.

BI is the most developed area of IT inside Knowledge Computing management.

From a perspective of data analysis, BI is the process of obtaining useful and high-quality information about a specific topic and which involves decision making. From the perspective of information systems, BI is the system that allows users to carry out analysis, applying management technologies to the data stored in the data warehouse. Through this analysis, the user can identify tendencies or behavior patterns, or infer future issues or problems. From the perspective of business, BI is the way to show, under an integrated form, a set of tools that give support to the decision-making processes.

In competitive environments, where changes are the steady feature, executives have to be able to anticipate problems and immediately meet the requirements of the organizations. Thus, they count on BI Systems, which are tools for monitoring and optimizing business transactions.

In learning organizations, the roles of the leader differ from habitual ones, since the leaders are designers, trainers and administrators. These new leaders’ roles imply development of new attitudes: the ability to generate consensus, to question and demonstrate mental models, and to promote more suitable ways of thinking.

In summary, leaders who have to deal with the building of the organizations must help people continuously expand their capacity, forge the future; that is, they are responsible for learning (Senge, 1990).

To consolidate these models and transmit ideas, leaders are based in management technologies tools, from which we have chosen and personalized some of them. With the information

Figure 1. Knowledge management in the intelligent organization